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Montana Personnel Perspectives

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Volume XIII, Number 5 *January/February 1994*

ACCESSIBLE VAN AT MOTOR POOL

The Motor Pool now offers a wheelchair lift equipped van. It is designed as a transport vehicle and may be dispatched to any person authorized to utilize state owned vehicles on official business.

Normal vehicle reservation procedures are to be used to request the van. However, reservations must be made in advance to ensure availability.

If anyone is interested in seeing this special vehicle, please contact the Motor Pool at 444-2705.

STAFF CHANGES

Jim Edgcomb, the disability employment coordinator in the labor and employee relations bureau, has accepted a job as a planner iv in the community development bureau of the state department of commerce. His new phone number is 444-4485.

Mary Gail Carmony, a pay/benefits systems specialist in the classification and pay bureau, retired in December. Judy Nelson, an administrative officer in the bureau, was hired to replace her. Judy Nelson's phone number will remain 444-5216.

POLICY UPDATES

Three personnel policies were recently amended. Copies of the amended policies were sent to coordinators in each department to reproduce and distribute in January. The policies are: (1) 3-0172, Veterans' Employment Preference, (2) 3-0211, Exempt Compensatory Time, and (3) 3-0305, Annual Vacation Leave.

For more information about the policy changes or to learn the name of your agency coordinator, contact Constance Enzweiler at 444-3794.

SAMPLE NOTICES FOR REASONABLE ACCOMMODATIONS

Depending on the circumstances a variety of notices might be required by ADA. Here are some examples of notices that might be provided in the following situations:

Recruitment

"The State of Montana makes reasonable accommodations for any known disability that may interfere with an applicant's ability to compete in the recruitment and selection process or an employee's ability to perform the essential duties of the

Continued on page 4...

RESPONSE TO FMLA OPTIONS

Nineteen agencies responded to the Department of Administration's request for comment on FMLA policy options. Ten agencies prefer implementing FMLA concurrent with the use of appropriate paid leave. Four agencies prefer to implement FMLA after an employee has exhausted all appropriate paid leave. Four agencies prefer to implement FMLA when an absence exceeds six weeks. One agency would like FMLA to be implemented at the agency's discretion on a case-by-case basis. Nine agencies indicate that the "six week" option is a viable or strong second choice.

The Department of Administration will consider these responses in the development of policies implementing FMLA. For more information, call Liz Hayden, labor and employee relations bureau, at 444-3789, mornings.

ROUTE TO:
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- ☐ B Clark PW
- ☐ DG
- ☐ LM

RETURN TO: DS

02/11/94

STATE EMPLOYEE CONTRIBUTIONS EXCEED $120,000

Montana State employees have contributed $120,993 in the 1993 State Employees' Combined Campaign (SECC) effort, exceeding the goal of $120,000. The total is based on contributions received through the end of December. State employee volunteers, with assistance from a non-profit contractor, provide most of the energy behind solicitation efforts and keep campaign costs to a minimum.

In 1993, the theme of the campaign was "State Employees Making a Difference." The SECC effort is the only annual fundraising campaign for state employees, assisting 272 different charitable organizations. Each organization is a member of one of the following federations: Combined Health Appeal of Montana, Montana Community Shares, National United Service Agencies, the Toole County Combined Fund Drive, and the United Way organizations of Lewis and Clark County, Anaconda-Deer Lodge County, Beaverhead County, Cascade County, Flathead County, Gallatin County, Hill County, Missoula County, Silver Bow County, and Yellowstone County.

Through December 29, 1993, contributions totaled the following:

Combined Health Appeal of MT	$11,618.36
Montana Community Shares	$11,020.68
National/United Service Agencies	$1,828.00
United Way of Anaconda/ Deer Lodge County	$844.00
United Way of Beaverhead County	$265.00
United Way of Cascade County	$4,671.26
United Way of Flathead County	$6,087.00
United Way of Gallatin County	$1,855.00
United Way of Hill County	$508.00
United Way of Lewis & Clark County	$62,189.11
United Way of Missoula County	$6,000.00
United Way of Silver Bow County	$1,265.72
Toole County Combined Fund Drive	$190.00
United Way of Yellowstone County	$3,684.00
Undesignated	$8,968.77

At a ceremony following the campaign, Jane Hamman, chairperson of SECC, presented achievement awards for outstanding efforts to ten individuals.

Four department directors were recognized for soliciting the highest number of employee contributions: Marvin Dye, Department of Transportation, 182 contributors; Laurie Ekanger, Department of Labor and Industry, 169 contributors; Lois Menzies, Department of Administration, 120 contributors, and Mick Robinson, Department of Revenue, 119 contributors.

Four individuals received awards for achieving the highest percentage of employee participation: Ed Argenbright, Commissioner of Political Practices, 100 percent; Mike Cooney, Secretary of State, 100 percent; Deborah Schmidt, Environmental Quality Council, 100 percent, and Governor Marc Racicot, Governor's Office, 93 percent.

Mark O'Keefe, State Auditor, was recognized for the "most improved performance" among all state agencies. Employee contributions increased by 1,687 percent in 1993 compared to last year's SECC contributions from employees in the State Auditor's Office.

Jim Edgcomb, SECC State Coordinator, formerly of the Department of Administration, received an award for outstanding service from the first SECC campaign in 1989 through this year's campaign.

The SECC Employee Steering Committee contributed hours of planning and administrative assistance to the campaign. This year, committee members included: Jane Hamman, OBPP, chairperson; Jim Edgcomb, SECC State Coordinator; Newell Anderson, Department of Commerce; Joe Mathews, Department of Social and Rehabilitation Services; Tim Gallagher, Department of Fish, Wildlife and Parks; Rich Munger, Department of Transportation; Madeline Cottrill, Public Service Commission; Dee Strizich, Department of Justice; Madalyn Quinlan, Office of Public Instruction; Kathy Helland, Department of Labor and Industry; Randy Koutnick, Department of Family Services; Yoli Fitzsimmons, Department of Health and Environmental Sciences; and Mary Wright, Legislative Consumer Counsel.

For more information on SECC, contact Liz Hayden at 444-3789, mornings.

HOLIDAY

Lincoln and Washington's Birthdays
Monday, February 21

Selection Series

The prospect of hiring a new employee can be exciting - but also frightening. This series will help you find answers to the many questions that surround the selection procedure. You may attend any number of the courses in the series or attend all five session for a fee of **$250.**

Selection & the Law: Feb 23, 8:30-noon. $50. Identifies and describes EEO requirements, establishes validity and reliability in the selection process.

Job Analysis & Selection Planning: Mar 2, 8:30-4:30. $65. Simplifies the how-to's of job analysis; minimum qualifications; identifies selection methods and how to plan for their appropriate use.

Recruitment & Screening: Mar 8, 8:30-4:30. $65. Identifies recruitment methods and proven guidelines; demonstrates the use of minimum qualifications in screening; develops effective application supplements.

Interviewing Skills: Mar 17, 8:30-4:30. $65. Practice developing interview questions and conducting interviews. .

The Hiring Decision: Mar, 22, 8:30-noon. $50. Reference practices; defines qualified privilege, ranking procedures; identifies hiring preferences.

MEDIA RELATIONS
Helena February 3
$65 8:30-4:30
This day-long seminar is intended for anyone who has contact with the press. It addresses the rights and responsibilities of working with the press, and includes a video recorded press interview.

ALL KIDDING ASIDE: PREVENTING HARASSMENT
Helena February 3
$50 8:30 - noon
Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political view may be the target of harassment. This seminar emphasizes how important it is that all employees understand what harassment is and how to prevent it.

WORKING WITH DIFFICULT PEOPLE
Helena February 16
$50 1 - 4:30
This half-day workshop focuses on several types of difficult people, as well as providing tips on recognizing and coping with them. It also emphasizes the communication skills necessary to cope with all sorts of people and situations.

CONSTRUCTIVE CONFRONTATION: Skills for Resolving People Problems
Helena February 17
$60 9 - 4
Complaints, conflict, and criticism are obstacles government and business professionals face daily. The "seat-of-the-pants" methods we use to deal with these problems are not the best techniques for producing results and maintaining working relationships. The confrontation workshop provides participants with the best methods and insights to handle these difficult problems effectively while maintaining positive relations with those with whom we work.

REPORT WRITING
Helena March 3
$65 8:30 - 4:30
This one day seminar focusing on report writing principles. Participants, through lecture and exercises, will improve their report writing skills. Topics include: Grammar and Punctuation; Writing for the Reader; and Report Construction Principles.

PERFORMANCE STANDARDS & APPRAISAL
Helena March 9
$65 8:30 - 4:30
This day-long seminar is aimed at helping supervisors develop performance standards to more effectively evaluate employees, and learn the tried and tested methods for conducting performance appraisal.

TECHNICAL WRITING
Helena March 9
$65 8:30-4:30
This seminar is designed to reinforce good writing skills. Participants will improve their writing styles by "Getting Back to Basics". Participants will also work on voice, flow, and revision.

PURCHASING FOR STATE AGENCIES
Helena March 17
$65 8:30-4:30
This day-long seminar covers the rules and regulations as well as the principles of purchasing for state agencies, and is intended for all purchasing agents.

BOOSTING PERSONAL PRODUCTIVITY
Helena March 23
$55 9 - 2
This seminar addresses the issues of organization and time planning for people in all fields and in all jobs.

The Professional Development Center makes reasonable accommodations for any known disability that may interfere with a person's ability to participate in training. Persons needing an accommodation must notify PDC no later than 2 weeks before the date of training to allow adequate time to make needed arrangements. To make your request known, you can call 444-3985 or write: PDC, Rm 130 Mitchell Building, Helena, MT 59624.

Professional Development Center • Room 130, Mitchell Building • Helena, MT 59620 • (406) 444-3985

...CONTINUED FROM PAGE 1

job. For the department to consider any such accommodation, the applicant must make known any needed accommodation."

MEETINGS, TRAINING OR PUBLIC HEARINGS

"The State of Montana makes reasonable accommodations for any known disability that may interfere with a person's ability to participate in state government. Persons needing an accommodation must notify (who) no later than (date) to allow adequate time to make needed arrangements. You can call (telephone number) or write (address) to make your request known."

"The State of Montana attempts to provide reasonable accommodations for any known disability that may interfere with a person from participating in any service, program, or activity of state government."

"We make every effort to ensure that our meetings are held at facilities which are fully accessible to persons with mobility disabilities. If you plan to attend our program and will need other special facilities or accommodations relating to a disability, please contact (name), at (telephone number)."

"(Agency) will make reasonable accommodations for persons with disabilities who wish to participate in this public meeting. If you request an accommodation, contact (who) by not later than 5:00 p.m., date, to advise us of the nature of the accommodation that you need. Please contact the (Agency), Attn: Name; Address; telephone no.; TT no.; FAX no."

PUBLIC INFORMATION

"Alternative accessible formats of this document will be provided upon request."

"Persons with disabilities who need an alternative accessible format of this information, or who require some other reasonable accommodation in order to participate in (what), should contact the (Agency), Attn: Name; Address; telephone no.; TT no.; FAX no."

For more information, contact the personnel services section at 444-3871.

300 copies of this public document were published at an estimated cost of $.16 per copy for a total of $49.10, which includes $26.28 for printing and $22.82 for distribution.

Montana Personnel Perspectives is published bimonthly by the State Personnel Division, Department of Administration, Room 130, Mitchell Building, Helena, MT 59620, (406) 444-3871. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Alternative accessible formats of this document will be provided upon request.

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Volume XIII, Number 6 *March/April 1994*

STATE PERSONNEL CHANGES AFTER 1992 FOCUS GROUPS

Perspectives will present a series of articles this spring and summer that highlight some of the significant changes in services at state personnel division (SPD) since 17 focus groups were held in the fall of 1992. This first article is a summary of the focus group process and some of the findings.

SPD designed questions to elicit straightforward opinions about the relative success of the current personnel services delivery system in Montana government. We trained moderators from outside the division and asked them to allow the sessions to be free flowing while trying to elicit responses in these areas:

1) The participants' understanding of what the division does.
2) How well the division does it.
3) What might be done differently.
4) How personnel services in state government may change in the future.

The purpose of the focus groups, consisting of personnel representatives, agency managers and employees, and state personnel staff, was to look critically at the customer service of the division. Notes were taken, organized and used within the division to structure changes.

Overall, the focus group participants were positive about the services provided by the state personnel division. Many of the support services were seen as essential and of high quality. Participants were more critical of areas where the division performs a control function. At the same time, a number of participants thought control should be centralized to avoid inconsistencies between agencies.

Some dominant themes that concern a cross section of customer groups are:

1)the problem of balancing control and greater consistency vs flexibility;
2)adapting personnel systems to new management approaches that emphasize flatter organizational structures and team approaches to improving service;
3)the need for more communication and coordination between the state personnel division and agency personnel officers and managers including an earlier opportunity for input on policy issues; and
4)the need for more information and training coordinated by the state personnel division.

For more information on the focus group process, you can call Constance Enzweiler at 444-3794.

ROUTE TO: 04/22/94
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RETIREES AND STATE REEMPLOYMENT

A number of employees and managers have contacted state personnel division to ask questions about retirees and reemployment with the state. The "retirement incentive" provided by HB 517 allowed an unprecedented number of long-time state employees to receive additional retirement benefits as long as they terminated on or before December 31 and do not return to work for the state (including the university system) for more than 599 hours in any calendar year. Many retirees hoped to receive the benefit and to return to work on a part-time or "independent contractor" basis for the state.

However, as Linda King, administrator, public employees' retirement division, warns, "In most instances, contract employment is just that—employment. Retirees, and most particularly their employers, must be aware that the mere existence of a "contract" does not make a person an "independent contractor." An employer who rehires a former employee under an employment contract for 600 or more hours in any calendar year may well be held liable to that individual who will forefeit additional benefits under the incentive program—if the employer represented to that employee that hours worked under the contract was not subject to the forfeiture provisions of the incentive program."

An "independent contractor" is defined as "an individual who renders service in the course of an occupation and: (a) has been and will continue to be free from control or direction over the performance of the services, both under his contract and in fact; and (b) is engaged in an independently established trade, occupation, profession, or business." This definition establishes a two-part test that must be met before an individual can be classified as an independent contractor. The absence of either factor results in an employer/employee relationship, which could result in the reduction of retirement benefits for the retiree.

In addition, a retiree who terminated from the state and became an "independent contractor" is prohibited from contracting with, or being employed by an employer that contracts with, the state or any of its subdivisions involving matters with which the former employee was directly involved during employment for a period of six months.

Retirees may become employees of a "temporary service contractor" that furnishes the services of those individuals to the state. However, to maintain the status as employees of the contractor, a retiree can only be furnished to the state on a part-time or temporary basis to substitute for a permanent employee on leave or to meet an emergency or short-term workload. If a retiree works for the state through the contractor on any other basis, the retiree may be considered an employee of the state. This may jeopardize their entitlement to the retirement incentive benefit.

For more information on the retirement requirements, please contact the public employees' retirement division at 444-3154.

ANOTHER SAMPLE ACCOMMODATION NOTICE FOR RECRUITMENT

REASONABLE ACCOMMODATIONS: Under state and federal law qualified applicants with disabilities are entitled to reasonable accommodations. Modifications or adjustments may be provided to assist applicants to compete in the recruitment and selection process, to perform the essential duties of the job or to enjoy equal benefits and privileges of employment available to other employees. An applicant must request an accommodation when needed. If you need any such accommodation, contact xxxxx at xxxxx. TT (Text Telephone) users may call xxxxxxx.

POLICY HEARING HELD

A hearing was held in Helena on April 7 for proposed changes to seven personnel policies:

- Alternate Work Schedules
- Disability and Maternity Leave
- Grievances
- Leave without Pay
- Recruitment and Selection
- Reduction in Work Force
- Sick Leave

The comment period on the proposed changes has closed. For more information, contact Constance Enzweiler, labor and employee relations bureau, 444-3794.

Principles of Upper Management

Management in government faces tremendous challenges now, not only from the citizenry, who demand accountable, active management, but from itself, in a desire to continually improve. The *Principles of Upper Management*'s goal is to strengthen and expand knowledge in crucial management areas for both the new and seasoned middle manager. This six part series include the following sessions and dates:

Project Planning April 13
Long-range planning. Defining the project. Project stages and life cycle. Layout methods. Project control and evaluation.

Managing Budgets April 21
The executive planning process; working with OBPP, justification, submitting, revision and finalizing a proposal. Legislative appropriation process. Implementing and monitoring the budget.

Managing Teams April 27
Defining "team management" and "self-directed work teams." History and myths behind teamwork. Putting the team concept into actions.

Managing Information
May 3 Importance of managing information.Privacy and the right to know. Planning and developing an information system.

Ethics May 10
Defining ethics: diminensions, levels of ethical choices, areas of responsibility, defining the public interest. Ethics in action: case studies, impediments and traps, principles of public service.

Synthesis May 11
A hands-on, laboratory exercise requiring participants to apply newly acquired skills to "real world" situations.

ALL KIDDING ASIDE: PREVENTING HARASSMENT
Helena April 7
$50 8:30-noon
Harassment takes may forms, both blatant and subtle. It is important that all employees understand what harassment is and how to prevent it. This workshop is accredited for 2.75 CLE credits.

EFFECTIVE DISCIPLINARY ACTION
Helena April 12
$65 8:30-4:30
Employee discipline is the most difficult and complex duty of the supervisor. This full-day workshop is for supervisors and managers who want to improve their ability to administer corrective action for rule infractions and chronic poor performance.

PRE-RETIREMENT PLANNING
Missoula April 21 & 22
$55 9 - 4:30
Retirement is the biggest career move in our lives. This two-day course will provide valuable information on how to make this a healthy, secure, and positive change. It will benefit those planning retirement in the next five to ten years.

WARM: WRITING ADMINISTRATIVE RULES
Helena April 26
$65 8:30-4:30
This day-long workshop will explore rulemaking from conception to the noticing of proposed rules. It is accredited for 6. 25 CLE credits.

QUALITY CUSTOMER SERVICE
Deer Lodge May 4
$50 1 - 4:30
Customer service is vital to your business success, whether it is a private company or government agency. This seminar will provide all public-contact people with the skills they need to analyze the customer base and provide excellent service.

APPROACHING SUPERVISION
Helena May 5
$65 8:30 - 4:30
This course helps identify the overall role and scope of supervision; the abilities, skills, and personal principles needed to perform the job well.

A DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW
Helena May 17
$65 8:30 - 4:30
The 1972 Montana Constitution lists the public's right to participate in government, the public's right to know, and the individual's right of privacy. How do we strike the balance among these sometimes competing rights? This seminar explores how legal provisions and court decisions affect the government manager's response. This workshop is accredited for 6.5 CLE credits.

RIGHTING YOUR WRITING
Billings, Bozeman, Helena, Kalispell, Miles City, Missoula May 24
$50 8:30 - noon
This half-day workshop on the *MetNet Interactive Video System* focuses on the most important rules: be clear, be concise, be brief to increase ease, confidence, and communication in your writing.

The Professional Development Center makes reasonable accommodations for any known disability that may interfere with a person's ability to participate in training. Persons needing an accommodation must notify PDC no later than 2 weeks before the date of training to allow adequate time to make needed arrangements. To make your request known, you can call 444-3985 or write: PDC, Rm 130 Mitchell Building, Helena, MT 59624.

Professional Development Center • Room 130, Mitchell Building • Helena, MT 59620 • (406) 444-3985

STAFF CHANGES

Beverly Hertweck was promoted to payroll benefits technician in the employee benefits bureau. She will be responsible for managed care accounting and flexibile spending accounts. Her phone number is 444-3809.

Lynn Ponder was hired as an administrative clerk in the employee benefits bureau. She will be responsible for the retiree COBRA processing. Her phone number is 444-2044.

Constance Enzweiler, labor and employee relations bureau, was promoted to disability employment coordinator. Her phone number is 444-3794.

Tina Peterson, employee benefits bureau, accepted a position with family services. Her new phone number is 444-5937.

Joyce Walborn, classification and pay bureau, accepted a position as personnel specialist with fish, wildlife, and parks. Her new phone number is 444-4657.

Art Swanson, classification and pay bureau, accepted a position as personnel specialist with SRS. His new phone number is 444-1918.

Don't forget to wish your Mother a...

SUNDAY, MAY 8

400 copies of this public document were published at an estimated cost of $.14 per copy for a total of $57.57, which includes $35.00 for printing and $22.57 for distribution.

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Volume XIV, Number 1 *JUNE/JULY 1994*

STATE POLICIES AMENDED

Changes to eight personnel policies are complete. The policies are:

Alternate Work Schedules
Disability and Maternity Leave
EEO/AA
Grievances
Leave of Absence without Pay
Recruitment and Selection
Reduction in Work Force
Sick Leave

Original copies of the revised policies have been sent to the department MOM distribution coordinator. To find out the name of your coordinator, call Constance Enzweiler at 444-3794.

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THE POLICY FUNCTIONS

This is the second in a series of articles this spring and summer that highlight some of the significant changes in services at state personnel division since 17 focus groups were held in the fall of 1992. This second article highlights changes in the policy functions.

The personnel services section, labor and employee relations bureau, provides assistance to state agencies in managing their human resources. The section also tries to assist in creating a work environment conducive to efficient employee performance through professional personnel systems, policies, guides, and training. The section has primary responsibility for development and adoption of state personnel rules which represent minimum standards upon which individual agencies may build. These cover the gamut of personnel functions from recruitment and selection to performance appraisal and from guidelines for reduction in force approaches to discipline and grievance administration. The section issues numerous written documents including policy interpretations, issue reports, and a bi-monthly "Per-

. . . *Continued on page 2*

NEW FMLA GUIDELINES DISTRIBUTED

New guidelines for administering the Family and Medical Leave Act (FMLA) were distributed to state personnel representatives in May. The guidelines became effective June 1, 1994.

Under the guidelines, an eligible employee's Family and Medical Leave balance will be reduced when an absence is due to an FMLA condition under either of the following conditions:

1. An absence due to the same illness, injury or event, including intermittent leave, exceeds three consecutive calendar weeks, or
2. an employee incurs a full day's leave without pay.

Contact your agency's personnel officer for more information about the guidelines.

EEO CONFERENCE IN SEPTEMBER

The annual EEO Conference will be held September 29-30 in Helena. Information on the Conference will be distributed this summer.

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sonnel Perspectives" newsletter. The coordination for the state's EEO and ADA programs are staffed by the section.

Since the focus groups in the fall of 1992, the personnel services section has changed several of its programs.

The Network Project

Ten personnel officers met in a focus group on May 4, 1993 to discuss the structure and function of the Montana Personnel Policy Network. The group's main concern was the need to create a more effective partnership between state personnel division (SPD) and agency personnel representatives in the development of personnel policies. Participants expressed the desire to be involved in issues from their inception, to have regular, monthly meetings and to receive better feedback.

To address this concern, SPD initiated a one-year pilot project which includes monthly meetings of the Network, an agenda/evaluation committee to work on appropriate agenda topics, to identify resources, and to evaluate the project. A survey was sent last June to determine what kinds of topics members wanted to discuss at the meetings, and Network members often contact SPD with new issues or concerns. SPD staffs the project and facilitates the meetings. The agenda for each meeting is circulated to the committee for review and comments before it is distributed. The committee tries to include seven elements at each meeting: (1) agendas distributed the week before the meeting; (2) introductions of people present at the meeting; (3) evaluation forms; (4) announcements; (5) discussion concerning a specific policy or type of policy (i.e., department policies); (6) meeting in different rooms around the capitol complex; and (7) minutes from the meeting. The committee also decided to make coffee available during the project year.

The meeting and mid-point evaluations indicate that the project has addressed many of the concerns of the Network members, so SPD will continue the monthly meetings, etc. The monthly meeting evaluations also assist SPD to address specific interests and needs quickly.

Informal Rulemaking Procedure Reintroduced

The section decided to reintroduce a type of negotiated rulemaking by sending out proposed changes to ARM rules before publishing a formal notice of the proposal in the Montana Administrative Register. Comments were solicited during this informal review process and changes were incorporated into the rules before publication. Many suggestions for improvements and changes were incorporated into the rules before the formal process began. The new process also allows more time for SPD to explore suggestions before the rules were finaled and published.

In addition, SPD now distributes copies of the adoption notices printed in the Montana Administrative Register to the network. Hearing notices on rule changes were already routinely sent out to Network members.

Coordination of New Federal Law Implementation

When the Family and Medical Leave Act was passed by Congress in 1993, SPD took the lead in coordinating implementation of the Act by state agencies. A task force was created to review the interim regulations and make recommendations to state government. Information was given to the Network regularly and special training sessions for payroll personnel were conducted. When some departments objected to the management difficulties created by the "concurrent use" policy, SPD worked to develop a compromise acceptable to all departments.

Creative Uses of Technology

SPD continues to explore the creative uses of technology to enhance its ability to disseminate information. Personnel Services set up an in-service presentation on Zip! Mail for Network members interested in the system. Currently, most communications from SPD are distributed electronically.

New Personnel Perspectives Format

The Personnel Perspectives was changed to make the information easier to use. The monthly Network meetings eliminated the need to publish most announcements. Several readers have commented that they now take the time to read through the newsletter.

New ADA Coordination Project

This summer, Personnel Services will begin to coordinate the implementation of Title II of the Americans with Disabilities Act throughout state government. Staff will work with agency coordinators and liaisons, special task forces, and a new council created by the governor to advise state government.

Basics of Management

The *Basics of Management* curriculum is designed for employees who do not currently hold and have not previously held management positions. The classes provide introductory management training. Successful completion of the series will result in an Announcement of Qualification, placed in the employee's personnel file. The Department of Administration is encouraging all agencies to consider this announcement as equivalent to one year of management experience when screening applicants for advancement. The series descriptions and dates are:

The Assignment **July 14**
The big picture of state government. The basic principles of supervision and management. Leadership styles.

The Challenge **July 21**
The changing workforce. Communication skills for managing diversity. Win/Win communications.

The Job **July 26**
Identifying what needs to be done. Establishing priorities. Managing time and stress.

The Staff **August 3**
People and their performance. Communicating job expectations, delegating, coaching, evaluating.

Problems **August 9**
Defining discipline. Progressive discipline and the supervisor's role. Managing conflict. Documenting.

The Choices **August 10**
Participants choice of two topics.

The Testing
Participants will take two tests. An assessment test prior to training will determine the emphasis of the training and a post-test will determine the success of the training.

Call Kathy Haines, 444-3774

FIRE ME AND I'LL SUE
Bozeman **June 7**
$65 **8:30-4:30**
Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers. This workshop is accredited for 5.75 CLE credits.

MANAGING CONFLICT
Missoula **June 8**
$65 **8:30-4:30**
Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills identifying and resolving conflict. This seminar emphasizes communication skills and defusing confrontations.

PLANNING AND ORGANIZING
Helena **June 23**
$65 **8:30-4:30**
One of the biggest obstacles to unit productivity is the lack of a coherent, concise plan for the unit's work. This course is designed to provide supervisors with a proven method of planning that will take into account the day-to-day changes every unit faces.

SELECTION SCREENING AND INTERVIEWING
Havre **June 28**
$65 **8:30-4:30**
This seminar will provide managers, supervisors, and personnel officers with a planning model and the skills necessary for selecting the best person for a job.

RIGHTING YOUR WRITING
Helena **July 19**
$65 **8:30-4:30**
Writing is hard work, and good writing is even harder. And while we struggle to remember all the rules about writing, we often forget the most important ones: be clear, be concise, be brief. This workshop emphasizes these rules and much more.

QUALITY CUSTOMER SERVICE
Kalispell **July 27**
$50 **1-4:30**
Customer service is vital to your business success, whether it is a private company or government agency. This seminar will provide all public-contact people (from front-line receptionist to department heads) with the skills they need to analyze the customer base and provide excellent service to all those "publics."

DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW
Missoula **July 28**
$65 **8:30-4:30**
This seminar addresses the question of how to strike a balance among the public's right to participate in government, the public's right to know, and the individual's right to privacy. This workshop is accredited for 6.5 CLE credits.

COMMUNICATION SERIES:
Special Price of $40
Helena **8:30-noon**

*EFFECTIVE COMMUNICATIONS	July 20
*MALE/FEMALE COMMUNICATIONS	July 26
*ON BECOMING ASSERTIVE	August 9
*WIN/WIN COMMUNICATIONS	August 18

The Professional Development Center makes reasonable accommodations for any known disability that may interfere with a person's ability to participate in training. Persons needing an accommodation must notify PDC no later than 2 weeks before the date of training to allow adequate time to make needed arrangements. To make your request known, you can call 444-3985 or write: PDC, Rm 130 Mitchell Building, Helena, MT 59624.

STAFF CHANGES

Jim Kerins and Ken Pilcher were hired as personnel specialists in the classification and pay bureau. Jim's phone number is 444-3803. Ken's phone number is 444-3852.

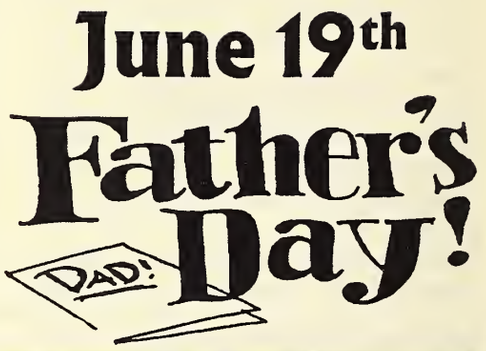
Marguerite Santy has resigned her position as word processing operator. Melissa Barney has been hired into that position temporarily.

Duane Grimes accepted a position as personnel specialist for the Department of Revenue. His new phone number is 444-2865.

Liz Hayden has accepted as position with Family Services. She starts in the new position June 6.

SUPERVISORY GUIDELINES AVAILABLE

State personnel has acquired a new publication, "Guidelines for Supervising Employees with Learning Disabilities," by Elaine S. Reisman. The guidelines contain strategies for supervision and ingredients for successful supervision of persons with learning disabilities such as short attention span, distractibility, information processing deficits, memory problems, perseveration, inappropriate social responses, and/or low cognitive ability. To borrow the publication, contact Constance Enzweiler at 444-3794.



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Volume XIV, Number 2 *JULY/AUGUST 1994*

NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH

The theme for October's activities this year is "Ability + Diversity = Economic Strength." If you have some ideas for making people aware of the employment barriers faced by people with disabilities, contact Constance Enzweiler at 444-3794. She will be coordinating awareness activities in state government throughout the month. She can also put you in touch with your agency ADA coordinators/liaisons to plan your activities.

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VIOLENCE PREVENTION WORKSHOP

Around 350 people attended a free workshop in July on "Violence in the Work Place" in 3 locations—Missoula, Helena, and Billings. Janice Travnick, a nationally renowned author on `work place violence' issues, presented a number of strategies that employers can use to reduce the likelihood of a violent episode at work.

Videotapes of the presentation can be borrowed from Julie Stewart or Brett Dahl at Risk Management and Tort Defense Division by calling 444-2421. You may also request to receive the next issue of "Risk Matters," the division's bulletin, which will contain information on controlling violence in the workplace.

STAFF CHANGES

MICHAEL PICKARD was hired as a classification specialist in the classification and pay bureau. His phone number is 444-3808.

MARJORIE GARDEN retired from the classification and pay bureau on July 22.

NEW GOVERNOR'S ADVISORY COUNCIL ON DISABILITY

Governor Racicot appointed a new seven-member Advisory Council on Disability on June 16. The Advisory Council's purpose is to advise the department of administration, the ADA Coordinator and the governor's office on issues affecting the implementation of the Americans with Disabilities Act of 1990 in state government.

The members are Sherri Anderson, Montana Advocacy Program; Peter Leech, MonTECH; James Meldrum, Montana Independent Living Project; Mary Morrison, Disability Services for Students, UM; Michael Regnier, Summit; Bill Roberts, Helena Industries; John Shea, Montana Power. The first meeting of the Council will be held in Helena late in August.

EEO CONFERENCE IN SEPTEMBER

The annual EEO Conference will be held September 29-30 in Helena. Information on the Conference will be distributed this summer.

THE LABOR RELATIONS FUNCTION

This is the third in a series of articles that highlight some of the significant changes in services at state personnel division since 17 focus groups were held in the fall of 1992.

Labor relations staff represent executive branch agencies in collective bargaining with organized state employees. In addition to serving as chief spokespersons in contract negotiations, labor relations staff:

- Represent the state in matters before the Board of Personnel Appeals (elections, unit clarifications, and unfair labor practice charges);
- Represent management in arbitration; and
- Advise and assist agency managers and personnel representatives in contract administration and interpretation.

The 1992 focus groups provided the catalyst for the labor relations section to examine the quality of the services it provides to its customers. Consequently, the section identified several areas for potential improvement of customer service.

First, the section perceived a need to improve the relationship between labor and management. In an attempt to make that relationship less adversarial and more cooperative, the section is exploring alternative bargaining methods. Labor relations staff are working together with agency staff and several labor organizations that represent employees in the Department of Transportation and the Department of Labor and Industry to:

> "... to improve the relationship between labor and management."

> "... to improve communication with the agencies it represents."

1. Establish labor-management committees in those agencies,
2. Receive joint training in alternative bargaining methods, and
3. Use those methods in collective bargaining.

> "... to provide better coordination on personnel policies, EEO, etc., between organized and unorganized employees ..."

The state has applied for a grant from the Federal Mediation and Conciliation Service (FMCS) to promote labor-management cooperation through the Labor and Industry joint committee, which the parties hope will serve as a model for other state agencies. Mediators from the Department of Labor and Industry along with Labor Relations Specialist, Ken McElroy, recently attended the National Labor-Management Conference in Washington, D.C., seeking additional insight and skills training in collaborative processes.

Second, the labor relations section sees a need to improve communication with the agencies it represents. One way the section intends to achieve that goal is through a newly established labor relations network. The network held its first meeting in April and will meet on a regular basis to discuss labor relations issues of general interest. The next meeting is scheduled for Tuesday, August 23, 1994. Paula Stoll coordinates the agenda for the group's meetings. Other section goals are to improve communication by publishing and periodically updating an index of arbitration, Board of Personnel Appeals and court cases, and to work with agencies to improve planning for contract negotiations.

Third, to provide better coordination on personnel policies, EEO, etc., between organized and unorganized employees, the labor relations bureau was combined with the employee relations bureau to form the labor and employee relations bureau on July 1, 1993.

For more information, you can contact the Labor Relations section at 444-3871.

Mediation Services

Mediation is one of the special services offered by the Professional Development Center. PDC can help mediate issues in the workplace on either a case-by-case or an ongoing basis. Although each mediation varies, depending on circumstances, the service typically follows this process:

Phase I - Entry: The goal here is to gain initial understanding of issues and commitment to mediation. The mediator meets with the principal parties to establish credibility, describe mediation, and clarify expectations. Phase II interviews are scheduled at this time.

Phase II - Diagnosis and Assessment: The goal of this phase is to get both an in-depth understanding of the issues and a plan for mediation. The mediator conducts confidential interviews with the people involved. After collecting information, the mediator analyzes the data and decides how to proceed.

Phase III - Negotiation and Agreement: The goal of this phase is first to get parties moving toward an agreement for the mutual benefit and then reaching agreement with a plan of action that addresses the key issues of the conflict. This takes place in mediated sessions with the parties in the dispute; the mediator calls individual caucuses as needed.

Phase IV - Follow-up: In this phase, the mediator conducts a session three to six months after Phase III. The parties describe improvements and problems, and the mediator checks how well the parties have stuck by their plans. This is a time for fine-tuning or revising plans. *Call Marc Scow at 444-3749 for more information.*

SELECTION SCREENING & INTERVIEWING SKILLS
Helena **August 2**
$65 **8:30-4:30**
This full day seminar will provide managers, supervisors, and personnel officers with a planning model and the skills necessary for selecting the best person for a job. Topics included will be Equal Employment Opportunity requirements, identifying selection procedures, developing interview questions, interviewing procedures and techniques, screening applicants, checking references, selecting the finalists, documenting your selection process.

WARM: WRITING ADMINISTRATIVE RULES
Helena **August 18**
$65 **8:30-4:30**
More and more, the Legislature delegates rule-making authority to executive agencies. This authority, though, is *carefully* delegated — subject to many qualifications and restrictions. For rule-making to go smoothly and effectively, then, executive branch employees need to know the qualifications and restrictions. This day-long workshop will explore the rule-making process from start to finish.

PROBLEM = OPPORTUNITIES: MANAGERIAL DECISION-MAKING
Helena **August 30**
$65 **8:30-4:30**
Solving difficult problems and making complex decisions that affect policy, programs, personnel, and budgets are the stock-in-trade of the effective manager. This course gives participants skills, strategies, and techniques to define the problem, generate solutions, narrow the options, and determine the solution.

RIGHTING YOUR WRITING
Glasgow **August 31**
$60 **8:30-3:00**
This workshop begins and ends with these three rules of writing: be clear, be concise, be brief. And all the stuff in between will help you follow them with increased ease and confidence.

GIVING AND GETTING JOB REFERENCES
Glasgow **September 1**
$50 **8:30-noon**
The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to get. Any employer has legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity, and other damaging actions have silenced many managers. This half-day seminar will explore the ins and outs of references – both giving and getting them. Participants will learn about the legal environment and gain an understanding of safe reference practices.

TRUE TO TYPE
Helena **September 14**
$50 **8:30-noon**
Using the Myers-Briggs Type Indicator, this seminar is designed to help you develop a thorough psychological self-portrait, to know your strengths and tendencies, overcome your weaknesses, and to better understand the people in your life.

The Professional Development Center makes reasonable accommodations for any known disability that may interfere with a person's ability to participate in training. Persons needing an accommodation must notify PDC no later than 2 weeks before the date of training to allow adequate time to make needed arrangements. To make your request known, you can call 444-3985 or write: PDC, Rm 130 Mitchell Building, Helena, MT 59624.

Professional Development Center • Room 130, Mitchell Building • Helena, MT 59620 • (406) 444-3985

PUBLICATION UPDATED

The Professional Development Center updated its comprehensive summary of cases focusing on the constitutional right of privacy and right to know, as well as the laws concerning public records and open meetings. This 48-page booklet, titled Privacy and the Right to Know: Montana Cases and Considerations, provides a roundup of 52 Montana Supreme Court decisions and 31 Attorney General opinions. A charge of $5 covers printing and mailing costs. The booklet is available by calling Marilyn Benjamin at 444-3985.

Monday, September 5

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Volume XIV, Number 3 *SEPTEMBER/OCTOBER 1994*

INCENTIVE AWARD RULES EFFECTIVE SEPT. 9

Revisions to the Incentive Award Program rules took effect September 9, 1994. All agencies should have received the final version of the rules for distribution to holders of the Montana Operations Manual (MOM), Volume III. An updated Master Table of Contents and the list of 1995 Holiday Observances also were provided to agencies. If you have not received these updates for your MOM, contact your agency personnel office.

In addition, each agency received a Guide to the Incentive Award Program and a model agency policy. The State Personnel Division is scheduling a meeting of agency program coordinators. Coordinators are asked to contact Policy Specialist Kitty Ryan, 444-3872, with agenda items.

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DISABILITY EMPLOYMENT AWARENESS MONTH BROWN BAG LUNCHES

Our nation is dependent on effective utilization of the ability and diversity of its people—which includes people with disabilities. During October, employers across the country sponsor education and awareness events to help eliminate bias in the workplace. In Helena, State Personnel is hosting a series of brown bag lunches on Wednesdays at noon in the SRS auditorium. These sessions are open to the public and free of charge.

October 12

The popular 30-minute movie, "Same Walk, Different Streets . . ." with comedian, actress and writer Geri Gewell on stage, followed by discussion. This short movie by a famous disabilities activist will make you laugh and think about your own biases. To arrange a showing of the movie in your agency, contact Constance Enzweiler.

October 19

A 1½-hour presentation on Montana's Telecommunications Access Program. Assistive listening devices for people who are hard of hearing will also be demonstrated.

October 26

A 2-hour panel discussion—"ADA and Return to Work Following an Accident or Illness."

For more information, call Constance Enzweiler at 444-3794.

POLICY REVIEW TEAM MEETS OCT. 19

Governor Marc Racicot will meet with the Openness in Government Policy Review Team as it continues its discussion of the Right to Privacy and the Right to Know from 9 to 11:45 a.m. October 19 in Room 136, Mitchell Building. The team's focus is how these rights relate to personnel policies. Policies scheduled for consideration are Employee Record Keeping, and Recruitment and Selection.

Team members are Dave DePew, MPEA; Frank Graham, Military Affairs; Jane Heath, Health and Environmental Sciences; Sally Johnson, Corrections and Human Services, and Carol Seaman, Justice. For information about the project, call Gale Kuglin, 444-3984.

CLASSIFICATION PROCESS CHANGES

This is the fourth in a series of articles that highlight some of the significant changes in services at state personnel division since 17 focus groups were held in the fall of 1992.

Focus group members showed an overall desire for a fairly administered Classification System and provided a great deal of positive and negative feedback about the system as it existed. Keep in mind, however, the meetings were held just as implementation of the Benchmark Factoring Method (BFM) began and many members had not worked with it yet.

Complaints about the classification process at the time were that it was:

- Unfair, inconsistent and inaccurate.
- Unresponsive to innovative and changing management styles and organization structures.
- Slow and ponderous.
- Contained a basic contradiction between the control and customer service functions of classification.
- Difficult to implement and maintain due to lack of adequate resources.

Suggestions for improvement were:

- More communication and training in the method and writing of position descriptions.
- Provide more information as to rationale for decisions.
- More delegation of classification responsibility to agencies, because agencies understand their employees and internal equities better, and the function could be more responsive and timely at that level.
- Adequate training to implement transition of responsibilities to the agencies.

WHERE WE ARE TODAY

BFM is a quantitative method which addresses the perceived inconsistencies in the class specification method. Because of its factor by factor analysis, the characteristics of individual positions are more "fairly" and "accurately" assessed.

In particular, the complexity factor describes various levels of mental activity and as the most heavily weighted factor, it typically "drives" the grade of a position. Consideration of different management styles, structures and "team management" is provided under analysis of "Supervision Received" and "Scope and Effect."

In an attempt to increase turnaround time and responsiveness on classification action, the Bureau has delegated classification responsibility to more agencies. This delegation is encouraged and training of agency personnel continues to provide more opportunities. However, efforts have been hampered somewhat by staff turnover at the agency and bureau levels and the training process required after the implementation of new standards. The hope is that once agencies are fully trained, some will wish to be fully delegated.

Responses from the Bureau itself have been speedier with the implementation of electronic mail at the Division and most agencies, so that PDs, ACRs, PRFs, and memos can be exchanged in a more timely manner.

To increase customer service and responsiveness in management classification disputes, the Management Reconsideration Process was added to the classification plan rules to provide a forum in which management can air classification grievances.

The Bureau is making an effort, on an individual analysis basis, to provide better customer service based upon the unique problems and needs of each agency request. Additional training in the application of BFM and drafting of position descriptions is being provided. Position review forms or addendums and explanatory memos are issued with every decision from the Bureau, and staff are always available and very accessible to meet with agency personnel to discuss classification decisions individually or in groups.

It has been three years since BFM was implemented and the time has come solicit comments regarding how BFM has addressed the focus groups' concerns. Let us know what you think by sending your comments to John McEwen, Bureau Chief, Classification and Pay Bureau.

Basics of Management

The six-part series, **Basics of Management,** will get underway with a pre-assessment at 10 a.m., **November 30,** in **Missoula.** This series is designed for people who are not now in a supervisory job, but want to advance into management positions. Participants take an assessment prior to the series and again at the end. Those who pass the final examination are awarded a recommendation that this training be accepted as up to one-year constructive credit for supervisory experience. Cost is $325. Classes are scheduled as follows:

The Assignment...Dec. 1 The basic principles of supervision and management. Leadership styles.

The Challenge...Dec 2 Communications. The changing workforce. Win/win communications.

The Job ... Dec. 8 Identifying what needs to be done. Establishing priorities.

The Staff...Dec. 13 People and their performance. Delegating and coaching.

The Problems...Dec. 14 Defining people problems, Progressive discipline. Managing conflict.

The Choices...Dec. 21 From several management topics, the participants will choose two topics.

Post Assessment...Dec. 22

Anyone desiring more specific information regarding **Basics of Management** should call Kathy McNeill, PDC, 444-3774.

FIRE ME AND I'LL SUE
Helena **October 12**
$65 **8:30-4:30**

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers.

INTRODUCTION TO TOTAL QUALITY MANAGEMENT
October 18 - Lewistown
November 29 - Billings, Bozeman, Helena, Great Falls, Kalispell, Miles City, and Missoula
$50 **8:30-noon**

The key to success of the total quality management program is in understanding the three basic principles that underlie total quality: Customer Focus, Continual Improvement, and Total Employee Involvement. This seminar will investigate these principles and explore ways that TQM might enhance your work unit's mission.

TRUE TO TYPE
Lewistown **October 19**
$50 **8:30-noon**

Anyone who seeks a better understanding of themselves and others should attend this half-day workshop. Using the Myers-Briggs Type Indicator, participants will develop a thorough psychological self-portrait. This portrait will help them know their strengths and tendencies, overcome weaknesses, and better understand the people around them.

APPROACHING SUPERVISION
Miles City **October 26**
$65 **8:30-4:30**

This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job of a supervisor well.

CLE: ENHANCING COMMUNICATION SKILLS FOR ATTORNEYS
Helena **October 28**
$70 **8:30-4:30**

This full day seminar will overview the connection between communication and professional success – highlighting specific communication issues for attorneys. It is available for 6.5 CLE credits.

MANAGING YOUR TIME
Helena **November 15**
$50 **8:30-noon**

Time management is one of the greatest problems facing most of us on a day-to-day basis. To be an effective manager of time, we must be an effective manager of ourselves. This session explores a method of time management that focuses on priorities, prevention of crisis, and balance.

CREATING A THINKING ENVIRONMENT IN THE WORKPLACE
Helena **November 17**
$65 **8:30-4:30**

This one-day workshop is for managers and employees who believe that quality of work is the direct result of the quality of the work environment. The goal is to develop skills in creating that optimal work environment, where individuals can do their best and most creative thinking on the job.

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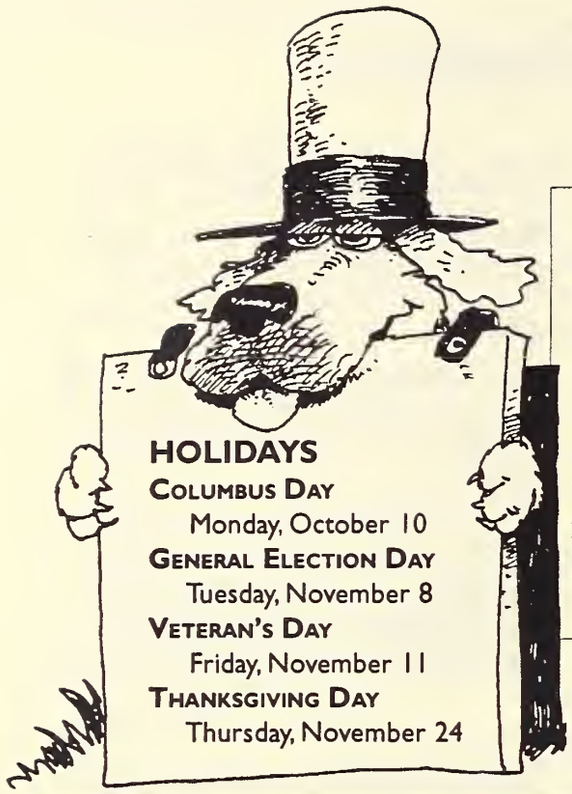

HOLIDAYS

COLUMBUS DAY
Monday, October 10

GENERAL ELECTION DAY
Tuesday, November 8

VETERAN'S DAY
Friday, November 11

THANKSGIVING DAY
Thursday, November 24

STAFF CHANGES

LINDA MASON was hired as a payroll technician in the classification and pay bureau. Her phone number is 444-5215.

PAT MCNAMEE was promoted to accountant in the administrative unit. After October 3, her phone number will be 444-3872.

KITTY RYAN was promoted to policy specialist in the labor and employee relations bureau. Her phone number is 444-3871.

JOANNE SHERWOOD and VICKY SODERBERG were hired as policy specialists in the labor and employee relations bureau. JoAnne's phone number is 444-3789 and Vicky's phone number is 444-3789.

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